



**METRO**  
**Adopted Budget 2021 and 2022**  
Fiscal Year 2021  
(October 1, 2020—September 30, 2021)  
Fiscal Year 2022  
(October 1, 2021—September 30, 2022)





# 2020 Board Members

## Central County Transportation Authority

Greg Rosine, Chairperson	City of Kalamazoo Representative
Garrylee McCormick, Vice-Chairperson	City of Kalamazoo Representative
Curtis Aardema	City of Kalamazoo Representative
Rob Bricker	Rural Representative
Robert D. Britigan III	Urban Representative
Chris Burns	City of Portage Representative
Dusty Farmer	Oshtemo Township Representative
Martin Janssen	Rural Representative
Nicolette Leigh	Kalamazoo Township Representative
Jim Pearson	City of Portage Representative
Randy Thompson	Comstock Township Representative

## Kalamazoo County Transportation Authority

Greg Rosine, Chairperson  
Martin Janssen, Vice-Chairperson  
Curtis Aardema  
Jeffrey Breneman  
Tafari Brown  
Dusty Farmer  
Aditya Rama  
Timothy Sloan  
Sam Urban

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Connecting People Throughout  
Kalamazoo County

Date: July 31, 2020  
To: CCTA and KCTA Boards  
From: Sean P. McBride, Executive Director  
Subject: Fiscal Years 2021 and 2022 Budgets

I am pleased to present the Proposed Fiscal Year 2021 and 2022 Budgets.

Metro has the important responsibility of providing public transit in Kalamazoo County since October 1, 2016. As Metro begins our 5<sup>th</sup> year of operation, we are operating in an environment that has completely changed due to the COVID-19 pandemic. At this point, Metro like many organizations have more questions than answers on what the future will be like. What we do know is that Metro employees have taken up the challenge, have been extremely innovative, courageous and professional in finding a path forward through the pandemic.

Public transit is an essential community service. In the most challenging conditions, we see how our community members continue to need public transit to get to jobs, medical services, to purchase food/supplies and to travel for other essential functions and needs. Metro employees and our service partners at Apple Bus, Inc. have worked extremely hard to continue to provide public transit while putting measures in place to keep our staff and our riders safe. Metro will continue to evolve, as we strive to provide safe and essential public transit.

### **Fiscal Years 2021 and 2022**

The COVID-19 pandemic is a major component in shaping the FY 2021 and 2022 budgets. Two of the key questions are:

What will public transit service look like over the next couple years?  
How will funding for public transit be impacted?

### **Service**

Since mid-March 2020 there have been significant changes to how Metro operates that include:

- Kalamazoo Transportation Center building has been closed;
- Fixed-route bus service was suspended for several weeks;
- Metro Connect (which is provided by our service partner Apple Bus, Inc.) provided all public transit services during the period that fixed-route was suspended;
- Passengers are boarding from the rear of the bus and no fares are being collected;
- Ridership across all services is significantly decreased.

Metro will need to continue to adapt and innovate as the pandemic situation changes. These changes impact our staff, our passengers and the overall community.

### **Funding**

The COVID-19 pandemic has disrupted the overall economy, and this will impact Metro's largest and most consistent sources of funding.

**State Funding.** State funding traditionally represents over 30% of Metro operating funding and 20% of capital funding. Metro in Fiscal Year 2019 received grants that reimburse Metro approximately 31% for every eligible operating dollar spent. These State funds, ACT 51 - State Local Bus Operating Assistance (LBOA), are funded primarily by gas tax receipts. With COVID-19 the amount of gas tax being generated is substantially reduced. It is expected that the LBOA reimbursement percentage will be considerably less in the up-coming fiscal years.

**Fare Revenue.** Fares generate about \$250,000 in revenue per month for Metro. Metro is currently not collecting fares since passengers are boarding from the rear entry. Metro is also not collecting fares on Metro Connect. When Metro begins to collect fares, fare revenue will be significantly reduced while ridership remains low. It is unknown when ridership will rebound to pre-COVID-19 levels, however, it will take some time for this correction.

**Federal Funding.** One positive spot is Federal funding. As part of the Coronavirus Aid, Relief, and Economic Security (CARES) Act public transit agencies were one of the services targeted to receive financial aid. Metro is extremely fortunate to receive over \$9 million in CARES Act funds. These funds will be essential to help offset current and future reductions in LBOA and fare revenue. Without CARES ACT funding, Metro would be reviewing plans for significant reductions in service.

### **Other Items**

The CCTA and KCTA Boards and Metro staff are proud of the essential public transit services provided to the community. Included in the budget is investment in several areas that should enhance the product provided to the community. In addition, the budget not only takes a short-term view of service but also reflects the need to invest in fleet and facility maintenance and upkeep in order to have a sustainable system well into the future. Finally, public transit is a service for people to serve people. The budget includes initiatives to hire, train and develop our employees to provide safe and excellent service. A few areas to emphasize include:

**Western Michigan University (WMU).** WMU and Metro have mutually benefitted from a long-term partnership. For the academic year starting in August 2020, Metro will increase the level of service to WMU by adding an additional route from the Main Campus to the Parkview Campus and a route that circulates on Main Campus. WMU has traditionally accounted for about 25% of overall system ridership. The contract with WMU has been increased to reflect the additional service and the additional costs required to provide the service.

**Capital Investment in Fleet and Facility.** The provision of public transit services is capital intensive. As an organization, Metro has spent significant effort in planning to make sure we can maintain a high functioning fleet as well as facilities. Metro continues to invest significantly in maintaining our large fleet and our multiple facilities.

**Future Planning.** As an essential public service, it is important that Metro is positioned to address the ever-changing needs of our community. Over the next couple years, we plan to undertake a few planning processes to help shape our future. Metro will undergo a “Comprehensive Operational Analysis,” this will be a deep look at all services and how to best operate moving forward. The last Comprehensive Operational Analysis was completed in 2010. In addition, Metro also plans to review our fare structure and the hardware and software systems utilized to collect fares.

The Proposed Fiscal Year 2021 and 2022 Budgets are very much impacted by the COVID-19 pandemic. The budget is shaped to provide the service and financial flexibility over the next few years to address an unprecedented event. Though we are in a challenging environment, Metro continues to operate in a positive financial position. Metro staff and the KCTA/CCTA Boards will need to maintain discipline and focus to work through the impact of the COVID-19 pandemic in order to remain in a solid financial and operating environment that allows Metro to provide essential public transit services long into the future.

## **Budget Development Process**

The presented Metro Budget is for a period of two years, Fiscal Year 2021, covering the period of October 1, 2020 through September 30, 2021, and Fiscal Year 2022, covering the period of October 1, 2021 through September 30, 2022.

In September 2019, the CCTA Board, approved FY 2020 and 2021 budgets. The Board is now being asked to review and approve an updated FY 2021 budget.

The budget is being developed for two fiscal years and will benefit system planning as well as submitting grant applications to MDOT. Previously, MDOT grant applications were submitted well in advance of budget development.

Metro staff spent a significant amount of time developing this budget. The Budget Development Team of Cheryl Pesti, Budget and Accounting Manager, and Greg Vlietstra, Deputy Director of Support Services, are commended for their fine work.

In addition, the budget was developed using the participation and input from those managing specific divisions of the budget. The following were involved in budget development:

Yvonne Thrash, Deputy Director of Operations  
Robert Branch, Fleet and Facilities Manager  
Richard Congdon, Program Manager  
Jenniffer McCowen, Grants and Compliance Manager  
David Miller, Transit Technology Analyst  
Kathy Schultz, Planning and Development Manager  
Keshia Woodson-Sow, Customer Service Supervisor

The following calendar was used to develop the current budget.

## METRO

### 2-Year Budget Calendar

#### FISCAL YEARS:

**FY21 (October 1, 2020 – September 30, 2021)**

**FY22 (October 1, 2021 – September 30, 2022)**

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April 27	Staff Budget Kick-off Meeting Budget Directions Issued and Discussed
May 11	Proposed Position Changes for FY21 Budget submitted by Divisions
May 18	FY21 <b>Capital Revenue/Expense</b> Budget submitted by Divisions FY22 <b>Capital Revenue/Expense</b> Budget submitted by Divisions
May 26	FY20 <b>Operating Expense</b> Budget Projections submitted by Divisions FY21 <b>Operating Expense</b> Budget submitted by Divisions FY22 2 <sup>nd</sup> Year <b>Operating Expense</b> Budget submitted by Divisions FY20 Draft Budget Narratives submitted to Divisions (including historical data/metrics/projections)
June 1	FY20 <b>Operating Revenue</b> Budget Projections submitted by Divisions FY21 <b>Operating Revenue</b> Budget submitted by Divisions FY22 2 <sup>nd</sup> Year <b>Operating Revenue</b> Budget submitted by Divisions
June 8	FY21 Budget <b>Narratives</b> due from Divisions
June 15-19	Draft Budget – Budget Manager
June 23-24	Budget Meeting with Divisions – Iterative Process (Capital/Operations)
June 29	Budget Changes (Made During Iterative Process) due to Budget Manager
July 13	2 <sup>nd</sup> Draft Budget (With Iterative Process Changes) Given to Executive Director
July 30	FY21 Budget Meeting #1: CCTA and KCTA Board Finance Subcommittee Follow-up Meetings to be Scheduled as Needed.
August 6	FY21 Preliminary Budget Distributed to Full CCTA Board and KCTA Board (Public Notice and Posting on Website)
August 10	FY21 Preliminary Budget Presented to CCTA Board and KCTA Board
Mid-August	Notice of Public Hearing (Kalamazoo Gazette, Website)



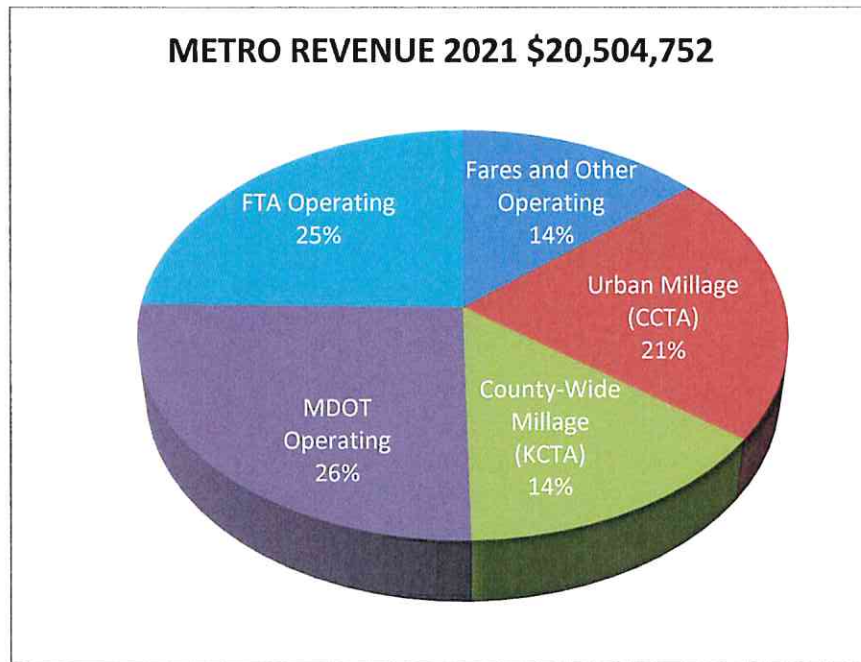
Late August/ Early September	CCTA and KCTA Board Small Group Meetings
September 14	Present Proposed FY21 Budget to joint CCTA/KCTA Board and Conduct Public Hearing. Potential CCTA Budget Adoption
September 28	FY21 Budget Adopted by CCTA Board, if not Adopted on September 14
October 1	Beginning of Fiscal Year 2021
February 15, 2021	Submit to the State of Michigan: FY22 Specialized Services Budget Submit to the State of Michigan: FY22 Urbanized and Non-Urbanized Budgets Submit to the State of Michigan: 4 (Four) Year Capital Plan

## 2021 and 2022 Budget

	2020 Budget	2020 Projected	2021 Budget	2022 Budget
<b>Operating Revenue</b>				
<b>Fare Revenue</b>				
Regular Route Cash	\$ 1,025,000	\$ 549,491	\$ 515,000	\$ 772,500
Metro Connect Fares	\$ 394,287	\$ 175,000	\$ 193,498	\$ 296,052
Specialized Services Fares				
MC - ADA Fares	\$ 234,261	\$ 165,000	\$ 119,783	\$ 183,267
Tokens	\$ 470,000	\$ 228,081	\$ 236,250	\$ 354,375
Special Transit	\$ 1,900	\$ -	\$ -	\$ -
Pass Sales	\$ 362,100	\$ 196,552	\$ 182,100	\$ 272,250
WMU Prepaid Fares	\$ 680,050	\$ 680,050	\$ 1,150,000	\$ 1,150,000
<b>Total Fare Revenue</b>	<b>\$ 3,167,598</b>	<b>\$ 1,994,174</b>	<b>\$ 2,396,631</b>	<b>\$ 3,028,444</b>
<b>Other Revenue</b>				
Advertising	\$ 52,000	\$ 52,000	\$ 54,000	\$ 56,000
Intermodal Operations	\$ 143,800	\$ 118,225	\$ 136,000	\$ 136,000
Miscellaneous Revenue	\$ 36,700	\$ 31,200	\$ 23,700	\$ 23,700
Commission Revenue - Ticket Sales	\$ 48,000	\$ 20,009	\$ 30,000	\$ 45,000
Interest Income	\$ 57,500	\$ 43,000	\$ 13,000	\$ 19,000
<b>Total Other Revenue</b>	<b>\$ 338,000</b>	<b>\$ 264,434</b>	<b>\$ 256,700</b>	<b>\$ 279,700</b>
Urban Millage (CCTA)	\$ 3,879,167	\$ 3,957,790	\$ 4,303,895	\$ 4,650,000
County-wide Millage (KCTA)	\$ 2,815,704	\$ 2,874,265	\$ 2,874,265	\$ 2,874,265
Texas Twp/KVCC Contract	\$ 84,835	\$ 84,835	\$ 95,185	\$ 105,914
Oshtemo Twp Contract	\$ 66,920	\$ 66,920	\$ 34,129	\$ -
MDOT - Operating	\$ 6,374,849	\$ 6,016,703	\$ 5,140,727	\$ 5,524,713
FTA - 5307 Operating	\$ 1,750,000	\$ 1,200,000	\$ 1,400,000	\$ 1,300,000
FTA - CARES Act	\$ -	\$ 1,500,000	\$ 3,500,000	\$ 2,500,000
FTA -Other Operating	\$ 74,006	\$ 68,596	\$ 62,018	\$ 66,376
	<b>\$ 15,045,482</b>	<b>\$ 15,769,109</b>	<b>\$ 17,410,219</b>	<b>\$ 17,021,269</b>
<b>Working Capital for the Period</b>	<b>\$ 808,240</b>	<b>\$ 208,731</b>	<b>\$ 441,202</b>	<b>\$ 528,854</b>
<b>TOTAL OPERATING REVENUE</b>	<b>\$ 19,359,320</b>	<b>\$ 18,236,448</b>	<b>\$ 20,504,752</b>	<b>\$ 20,858,267</b>
<b>Direct Operating Expenses by Division</b>				
Administration	\$ 3,756,592	\$ 3,463,141	\$ 4,176,003	\$ 4,252,626
Kalamazoo Transportation Center	\$ 851,864	\$ 659,528	\$ 821,717	\$ 835,114
Maintenance	\$ 2,981,861	\$ 3,091,323	\$ 3,032,139	\$ 3,061,951
Operations	\$ 7,302,497	\$ 6,400,556	\$ 7,769,924	\$ 7,803,102
Metro Connect	\$ 4,387,343	\$ 4,562,007	\$ 4,636,518	\$ 4,835,772
Metro Share	\$ 79,163	\$ 59,892	\$ 68,452	\$ 69,703
<b>TOTAL OPERATING EXPENSE</b>	<b>\$ 19,359,320</b>	<b>\$ 18,236,448</b>	<b>\$ 20,504,752</b>	<b>\$ 20,858,267</b>
<b>BALANCE</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>

## Revenue

Metro's projected revenue is estimated at \$20,504,752 for FY 2021.



Federal Transportation Administration (FTA) along with Michigan Department of Transportation (MDOT) make up the largest funding source at 51% of the projected revenues for FY 2021.

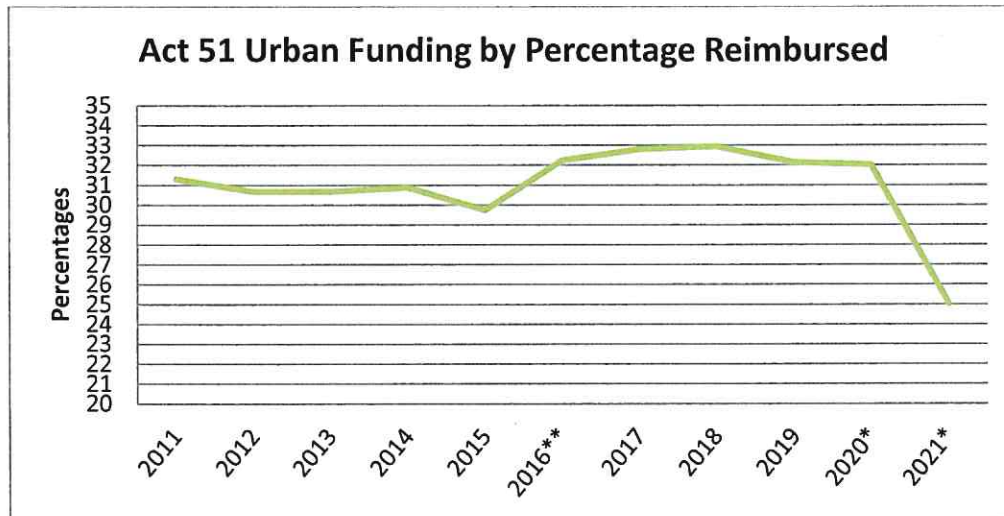
- FTA Operating Assistance – \$4,962,018
  - 5307 Urbanized Formula Grant – Discretionary
  - 5307 CARES Act Operating Funds
  - 5310 Enhanced Mobility of Seniors and Individuals with Disabilities Program (Mobility Management)
  - 5311 Non-Urbanized Formula Grant – Discretionary
- MDOT Operating Assistance – \$5,140,727
  - Act 51 Urban Formula Distribution
  - Act 51 Rural Formula Distribution
  - Congested Mitigated Air Quality (CMAQ) – Rideshare
  - Specialized Services Program (CSV)

The State of Michigan calculates and distributes the Local Bus Operating (LBO) percentages according to the ACT 51 formula. As part of the formula, service to designated urban and rural areas are reimbursed at a separate rate. The budgeted reimbursement for urban service is currently 24.5%. The urban service represents the vast majority of service expenses and includes both fixed-route bus service and demand response service. The budgeted reimbursement for rural service is currently 32%. Rural service includes a small percentage of demand response service. Due to Covid, it is anticipated the reimbursement percentage will decline as the amount of available ACT 51 funds is significantly less due to decline in gas tax receipts.

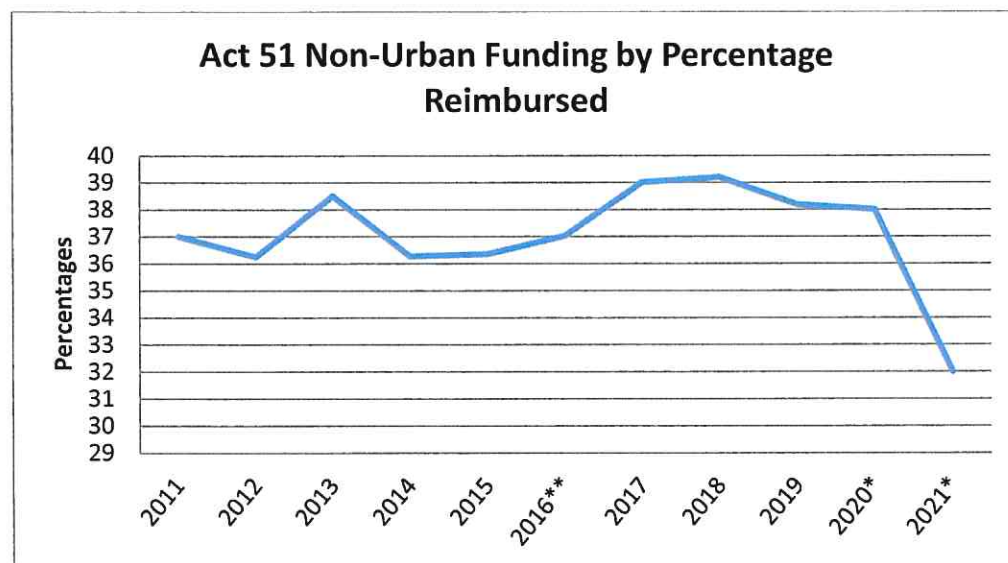


## Revenue (cont.)

The chart below depicts the percentage reimbursed by the State of Michigan for urban public transit service. Please note that these percentages are adjusted based on actual expenses of all eight urban public transit systems in the State.



The chart below depicts the percentage reimbursed by the State of Michigan for rural public transit service. Please note that these percentages are adjusted based on actual expenses of all 79 rural public transit systems in the State.



\*\* 2016 was a 9-month year due to the transition from the City of Kalamazoo

\*2020 and 2021 are estimates

## Revenue (cont.)

### Voter-Approved Property Tax Millages

The Kalamazoo County Transportation Authority (KCTA) and Central County Transportation Authority (CCTA) projected revenues represent 35% for FY 2021 Budget.

- Urban Millage (CCTA) - \$4,303,895  
The CCTA millage was approved in March 2020 by the voters in the City of Kalamazoo, City of Parchment, City of Portage, Comstock Township, Kalamazoo Township and a portion of Oshtemo Township (an area that includes voting precincts 3,4, 5, 6, 7, 8 and 9). The approved millage covers the years 2021 through 2025 and allows the levying of a millage up to 0.9 mills. The FY 2021 includes levying the 0.747 mills (Headlee Amendment) for winter taxes and 0.9 mills for summer taxes. Please refer to the CCTA Boundary Map for the Fixed Route Bus System (page 14).
- County-Wide Millage (KCTA) - \$2,874,265  
In May 2016, the voters of Kalamazoo County approved a new five-year millage that runs from 2017 through 2021. The amount of levy is up to 0.315 mills. The FY 2021 budget includes a levy of 0.3131 (Headlee Amendment) for both the 2020 winter tax collection and the summer 2021 tax collection. In fiscal year 2021, we will be holding a millage election for the Kalamazoo County Transportation Authority.

General operating projected revenues are 14% (\$2,782,645) for FY 2021 from the following sources:

- Fixed Route Passenger Fares
- Metro County Connect Passenger Fares
- WMU Contract
- KVCC/Texas Township Contract
- Commissions (Greyhound/Indian Trails)
- Rent and AMTRAK reimbursement
- Miscellaneous (parking, interest, sale of fixed assets, advertising, etc.)
- Oshtemo Township

**REVENUE**

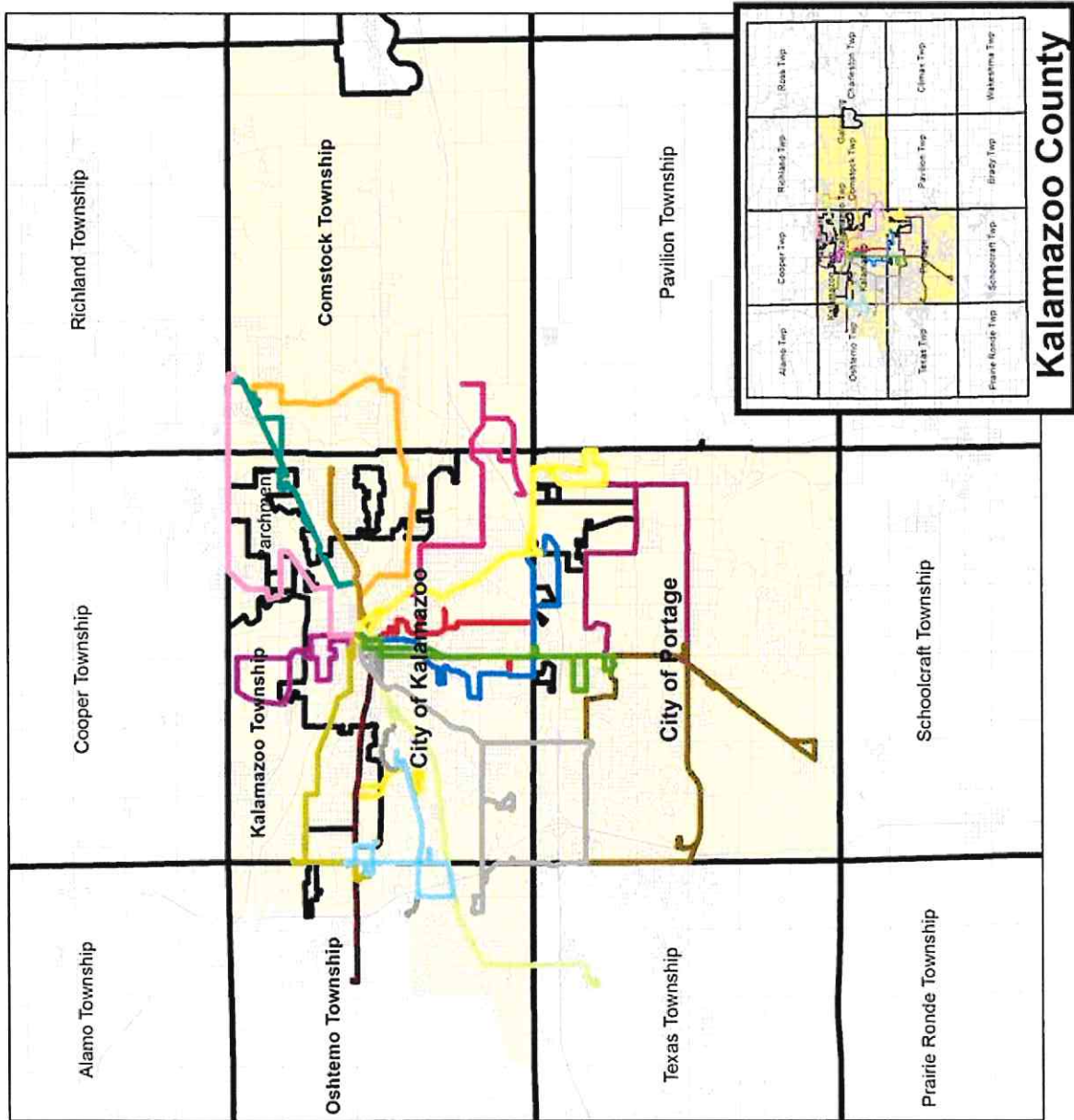
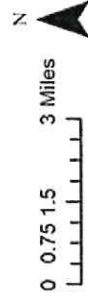
	DESCRIPTION	2020 Budget	2020 Projection	2021 Budget	2022 Budget
<b>OPERATING REVENUE</b>					
1	Line-Haul Fares	\$ 1,859,000	\$ 974,124	\$ 933,350	\$ 1,399,125
2	Demand Response Fares	\$ 628,548	\$ 340,000	\$ 313,281	\$ 479,319
3	Urban Millage (CCTA, formerly COK)	\$ 3,879,167	\$ 3,957,790	\$ 4,303,895	\$ 4,650,000
4	County-Wide Millage (KCTA)	\$ 2,815,704	\$ 2,874,265	\$ 2,874,265	\$ 2,874,265
5	FTA Operating Funds - 5307	\$ 1,750,000	\$ 1,200,000	\$ 1,400,000	\$ 1,300,000
6	FTA Operating Funds - CARES Act	\$ -	\$ 1,500,000	\$ 3,500,000	\$ 2,500,000
7	FTA Operating Grants - Other	\$ 74,006	\$ 68,596	\$ 62,018	\$ 66,376
8	MDOT Operating Grants	\$ 6,374,849	\$ 6,016,703	\$ 5,140,727	\$ 5,524,713
9	WMU Contract	\$ 680,050	\$ 680,050	\$ 1,150,000	\$ 1,150,000
10	Miscellaneous Revenue	\$ 1,297,995	\$ 624,920	\$ 827,216	\$ 914,469
		<u>\$ 19,359,320</u>	<u>\$ 18,236,448</u>	<u>\$ 20,504,752</u>	<u>\$ 20,858,267</u>





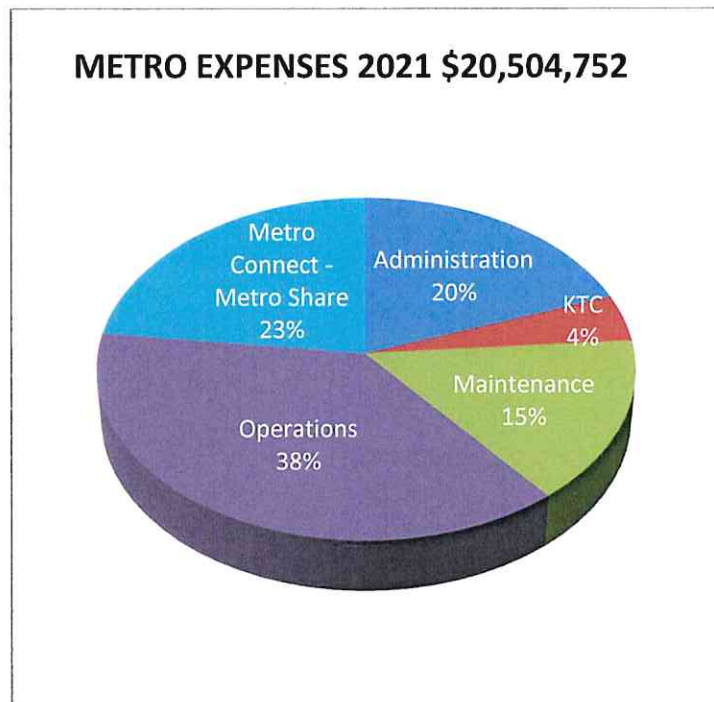
**CCTA Boundary  
 Metro Fixed Route  
 Bus System as of July, 2016**

- 1-Westnedge
- 2-Portage
- 3-West Michigan
- 4-Oakland
- 5-East Main
- 6-Parchment
- 7-Alamo
- 8-Egleston
- 9-Gull
- 10-Comstock
- 11-Stadium
- 12-Duke
- 13-Burdick
- 14-West Main
- 15-Paterson
- 16-Lovell
- 21-Solon/Kendall/Lafayette
- 26-Centre
- 27-Romence
- Jurisdiction Boundary
- Streets
- CCTA Boundary



## Expense

Metro's projected expense is estimated at \$20,504,752 for FY 2021.



Operations and Metro Connect make up the largest divisions at a combined 61% of the projected expenses for FY 2021. Below is the breakout of divisions, highlighting key expenditures.

- Operations - \$7,769,924
  - Fuel - \$1,213,000
  - Contractual Services - \$181,539
  - Operations staff accounts for 70% of full-time equivalent staff (incl Metro Connect and Metro Share)
- Metro Connect - \$4,636,518
  - Third Party Contract for Demand Response Service - \$4,489,434

Maintenance, Kalamazoo Transportation Center and Metro Share Program divisions combined for a total of 19% of the projected expenses in FY 2021.

- Maintenance - \$3,032,139
  - Repair Parts and Supplies - \$655,990
  - Contractual Services - \$132,300
  - Maintenance staff accounts for 22% of full-time equivalent staff
- Kalamazoo Transportation Center - \$821,717
  - Security Services - \$275,000
- Metro Share - \$68,452

Administration is projected at 20% of expenses for FY 2021.

- Administration - \$4,176,003
  - Insurance - \$335,000
  - Support Services Fees - \$489,461
  - OPEB - \$769,892
  - Mobility Management/Rideshare - \$91,631
  - Admin staff accounts for 10% of full-time equivalent staff

## Administration

The mission of the Executive Director is to effectively and efficiently manage the delivery of Metro services within the guidelines and policies established by the CCTA Board, to provide leadership to the organization to ensure overall effectiveness, long-term financial stability, and development and execution of long-term fiscal and organizational plans supporting transit priorities that contribute to the sustainability of the community.

The Administrative Division provides comprehensive employee and labor relations services to all Metro employees. Programs administered include hiring and recruiting, compensation and benefits administration, training and career development, labor contract administration, policy development, and workers' compensation administration. The administrative staff also partners with the City of Kalamazoo to administer the support services agreement which includes such areas as pension management, human resources, purchasing, treasury services, and information technology.

The Finance Division ensures the reliability and integrity of financial information and the means used to identify, measure, classify, and report such information. The division coordinates the budget development and fiscal monitoring, processes payroll, accounts payable and accounts receivables, prepares requisitions to promote competition and provide equal access by potential vendors, prepares all grant applications and complies with all federal and state granting regulations and reporting requirements.

IT staff is responsible for Metro's computer infrastructure including hardware and software, voice communications, GIS, websites, helpdesk, and central services such as email, analog devices, and the INET fiber rings throughout the organization. The mission is to provide information technologies that enable the employees of Metro to deliver efficient, effective and accessible services to the citizens of Kalamazoo by providing superior internal customer service.

Marketing and public relation efforts are overseen by the Planning and Development Manager. Some initiatives include design artwork, organizational identity (branding), social media communication, videos, the annual report, and campaigns to increase ridership.

A significant change this year is the transition of human resources services from the City of Kalamazoo (support services agreement) to an in-house employee. This position will provide the organization with focused recruiting, interviewing, testing, on-boarding, labor relations, etc.

In fiscal years 2020 and 2021, millage elections will take place for Central County Transportation Authority and the Kalamazoo County Transportation Authority respectively. Therefore, we will incur additional expenses for those elections.



**Administration (cont.)**
**Service Measures**

Type	2019 Actual	2020 Estimated	2021 Projected	2022 Projected
Website Hits	478,157	350,000	525,000	600,000
Token Transit Users	532	732	1,172	1,805
Token Transit Passes	32,831	37,990	66,237	133,283
Facebook Followers	900	1,200	1,600	2,000
Accounts Payable - Invoices Processed	3,891	3,500	3,650	3,800
Purchase Orders Issued	357	350	355	360

**ADMINISTRATION**

	DESCRIPTION	2020 Budget	2020 Projected	2021 Budget	2022 Budget
1	Salaries/Wages	\$ 804,695	\$ 671,555	\$ 818,713	\$ 843,061
2	Fringe Benefits	\$ 430,282	\$ 374,235	\$ 434,870	\$ 452,438
3	Materials and Supplies	\$ 40,510	\$ 60,310	\$ 54,526	\$ 32,726
4	Travel and Training	\$ 21,500	\$ 10,000	\$ 21,500	\$ 21,500
5	Legal	\$ 123,000	\$ 165,750	\$ 112,750	\$ 112,750
6	Banking and Audit Fees	\$ 55,000	\$ 39,000	\$ 55,000	\$ 55,000
7	Utilities	\$ 246,569	\$ 197,500	\$ 249,607	\$ 254,587
8	Insurance	\$ 318,000	\$ 318,000	\$ 335,000	\$ 335,000
9	Contractual Services	\$ 210,750	\$ 163,500	\$ 478,053	\$ 386,888
10	Building and Grounds Maintenance	\$ 160,000	\$ 165,000	\$ 170,000	\$ 165,000
11	Advertising/Marketing	\$ 70,000	\$ 40,000	\$ 50,000	\$ 50,000
12	Support Services Fees	\$ 505,000	\$ 466,153	\$ 489,461	\$ 513,934
13	Membership/Dues/Subscriptions	\$ 45,800	\$ 43,440	\$ 45,000	\$ 46,525
14	OPEB Expenses	\$ 635,920	\$ 680,240	\$ 769,892	\$ 869,848
		<u>\$ 3,667,027</u>	<u>\$ 3,394,683</u>	<u>\$ 4,084,372</u>	<u>\$ 4,139,257</u>

## Vanpool Program and Mobility Management – Travel Training

Metro provides both fixed route and demand response transportation to Kalamazoo County and has in recent years received requests for transportation outside the regular service hours and routes to employers in the county. With these requests, the feasibility of providing a new route or additional buses is not warranted. Metro will coordinate with area employers to implement a "Workers on Wheels" program to assist with transportation for workers outside regular routing of Metro and outside operating hours of system (between 12:00 a.m. and 6:00 a.m. Monday through Friday). This vanpool program will include partnerships with area business and governmental agencies.

The Mobility Management program provides training to those looking to learn how to use Metro's public transit services (Metro line-haul bus and Metro Connect) using a travel trainer who can assist in educating the community on Metro's services. Outreach includes meetings with agencies such as public schools who work with students with disabilities and the Portage Senior Center. The travel trainer also works with agencies to train their employees to teach participants how to ride the bus. This training enables agencies to have information on all Metro services without having one-on-one training required from the travel trainer. The one-on-one training provides individualized attention on how to ride the fixed route or Metro Connect systems, including filling out applications for reduced fare.

### Vanpool Program

#### Service Measures

Type	2019 Actual	2020 Estimated	2021 Projected	2022 Projected
Contact Organizations	--	--	40	40
Vanpool Participants	--	--	25	30

### Mobility Management

#### Service Measures

Type	2019 Actual	2020 Estimated	2021 Projected	2022 Projected
Contact Organizations	22	25	30	35
Organization Training	8	10	20	20
One-on-One or Small Group Trainings	162	180	180	180
Applications for Reduced Fare	244	170	200	200

**ADMINISTRATION - MOBILITY MANAGEMENT**

DESCRIPTION	2020 Budget	2020 Projected	2021 Budget	2022 Budget
4 Services	\$ 61,258	\$ 61,258	\$ 40,000	\$ 55,000
	\$ 61,258	\$ 61,258	\$ 40,000	\$ 55,000

**ADMINISTRATION - RIDESHARE**

DESCRIPTION	2020 Budget	2020 Projected	2021 Budget	2022 Budget
1 Salaries/Wages	\$ 12,123	\$ -	\$ 17,145	\$ 17,659
2 Fringe Benefits	\$ 6,484	\$ -	\$ 8,652	\$ 9,135
3 Materials and Supplies	\$ 7,200	\$ 7,200	\$ 25,834	\$ 31,575
4 Travel and Training	\$ 2,500	\$ -	\$ -	\$ -
	\$ 28,308	\$ 7,200	\$ 51,631	\$ 58,369



## Maintenance

The Maintenance Division is responsible for maintaining Metro's fleet and facilities assets in accordance with the Federal Transit Administration (FTA) and the State of Michigan (MDOT) requirements.

Staff continues the clean bus initiative committee to improve on the appearance and cleanliness of the bus interiors and exteriors. Funding for cleaning supplies was increased. Seven coach exteriors were refurbished with upgraded branding/graphics this year. An additional four coaches will be completed by the end of the current fiscal year. Additional funding has been put in place for upgrading the appearance of the grounds at the Transportation Center, Administration, and repair facility including the surrounding parking lots. We continue to maintain a total of eighty-six passenger shelters in the service area. We continue the process of upgrading bus shelters and passenger stops to the latest ADA specifications and made possible by utilizing capital dollars. We have been adding amenities like solar lighting, schedule displays, and refuse containers at bus shelters.

Our objective for the 2021-2022 budget year will be continued training to bring current and new staff up to speed on new technologies as the system vehicle needs have increased. As a result of the COVID-19 pandemic, we had to suspend a good portion of our scheduled trainings this year. We currently have fourteen Gillig Hybrid low-floor coaches in service, as well as thirteen fuel-efficient clean diesel coaches with seven more expected late this fiscal year. With these vehicles we bring in a new era of technology. Current and new maintenance staff have been attending various trainings covering hybrid technology, the latest in engine emissions, new transmission advances, as well as diagnosis and repairs to our new and improved GPS systems and camera systems.

The second purchase of hybrid coaches are in their 7<sup>th</sup> year of operation. We completed our first phase of hybrid battery replacements. In the 2021 -2022 fiscal year, Staff continues planning for future replacements with the assistance of capital dollars to fund the entirety of hybrid battery replacements. This replacement plan will continue for three (3) coaches per year and will go on for the next three years.

In 2016, we completed a facility assessment on all buildings and grounds to determine the need for capital dollars to ensure a more efficient safe and productive operation.

This year we upgraded to LED lighting (interior and exterior) at the Transportation Center. This was beneficial for the security of the passengers and energy conservation. Exterior painting of the canopies was completed and six new retro style ceiling fans were installed in the lobby of the Kalamazoo Transportation Center. The fans will help control the heating and cooling of that area. We upgraded the interior painting of the repair shop and vehicle storage area. HVAC upgrades to the Metro Administration offices and repair and storage facility to reduce energy costs, maximize efficiency, and automate the controls. The ventilation system controls in the repair and storage area were automated. Exterior LED lighting upgrades were completed for the Administration building and employee parking lot. This will reduce the annual utilities charges as well as provide a safer and better work environment for our employees. The employee parking lot was repaired resealed and restriped. New fencing and additional camera systems were installed in the employee parking lot as well. We are currently in the process of replacing the three (3) boilers for the Kalamazoo Transportation Center.

**Maintenance (cont.)****Service Measures**

Type	2019 Actual	2020 Estimated	2021 Projected	2022 Projected
Bus Details Completed	435	480	480	480
PM Service Inspections Completed	338	333	333	333
Shelters Cleaned	1,842	2,400	2,400	2,400
Miles per Major/Minor and Service Call	1,447	1,500	1,500	1,500

**MAINTENANCE**

	<b>DESCRIPTION</b>	<b>2020 Budget</b>	<b>2020 Projected</b>	<b>2021 Budget</b>	<b>2022 Budget</b>
1	Salaries/Wages	\$ 1,110,028	\$ 1,087,308	\$ 1,208,103	\$ 1,209,971
2	Fringe Benefits	\$ 633,483	\$ 555,847	\$ 567,386	\$ 589,430
3	Fuel	\$ 8,250	\$ 5,450	\$ 6,450	\$ 6,450
4	Repair Parts and Supplies	\$ 642,500	\$ 867,500	\$ 655,900	\$ 656,900
5	Cleaning Supplies	\$ 35,700	\$ 35,700	\$ 36,000	\$ 36,000
6	Shop Supplies	\$ 117,000	\$ 117,000	\$ 119,000	\$ 120,000
7	Travel and Training	\$ 20,000	\$ 5,000	\$ 20,000	\$ 20,000
8	Contractual Services	\$ 127,900	\$ 115,518	\$ 132,300	\$ 136,200
9	Bus Repair Services	\$ 275,000	\$ 275,000	\$ 275,000	\$ 275,000
10	Radio Maintenance	\$ 12,000	\$ 27,000	\$ 12,000	\$ 12,000
		<u>\$ 2,981,861</u>	<u>\$ 3,091,323</u>	<u>\$ 3,032,139</u>	<u>\$ 3,061,951</u>

**Operations**

Metro bus service includes nineteen (19) fixed bus routes, fifteen (15) that emanate from the Kalamazoo Transportation Center in downtown Kalamazoo, two (2) from Western Michigan University campus loading zone, and two (2) from the City of Portage. The twenty-eight (28) buses travel a fixed-route within the City of Kalamazoo, Portage, and Parchment along with the townships of Comstock, Kalamazoo, Oshtemo, and Texas. One additional bus travels a fixed-route that services the campus of Western Michigan University from September through April.

Operating hours are Monday through Friday 5:45am to 12:15am., Saturday 5:45am to 10:15pm., and Sunday 8:15am to 6:15pm.

Route 20 East Comstock pilot service was added on January 7, 2019. This pilot program was discontinued on January 3, 2020. Three additional WMU routes are being considered for fall of 2020. The following service measurements reflect this added service.

**Service Measures**

Type	2019 Actual	2020 Estimated	2021 Projected	2022 Projected
Number of Routes	19	19	21	21
Service Hours*	132,259	119,712	141,914	141,914
Service Miles*	1,777,712	1,579,096	1,854,954	1,854,954
Number of Rides	2,599,466	1,933,330	2,300,000	2,500,000

\*Includes deadhead



**OPERATIONS**

	<b>DESCRIPTION</b>	<b>2020 Budget</b>	<b>2020 Projected</b>	<b>2021 Budget</b>	<b>2022 Budget</b>
1	Salaries/Wages	\$ 3,908,736	\$ 3,853,902	\$ 4,454,691	\$ 4,421,769
2	Fringe Benefits	\$ 1,828,471	\$ 1,607,682	\$ 1,736,694	\$ 1,802,194
3	Fuel	\$ 1,214,000	\$ 677,500	\$ 1,213,000	\$ 1,213,000
4	Oil/Lubricants	\$ 40,000	\$ 40,000	\$ 44,000	\$ 44,000
5	Tires/Tubes	\$ 75,000	\$ 65,000	\$ 80,000	\$ 80,000
6	Materials and Supplies	\$ 45,000	\$ 44,500	\$ 50,000	\$ 50,000
7	Travel and Training	\$ 4,000	\$ 2,000	\$ 5,000	\$ 5,000
8	Utilities	\$ 4,850	\$ 5,500	\$ 5,000	\$ 5,100
9	Contractual Services	\$ 182,439	\$ 104,472	\$ 181,539	\$ 182,039
		<u>\$ 7,302,497</u>	<u>\$ 6,400,556</u>	<u>\$ 7,769,924</u>	<u>\$ 7,803,102</u>

## Metro Connect

Metro Connect is Metro's shared ride origin-to-destination transit service. Metro Connect is open to all residents of Kalamazoo County. Discounted fares are available to individuals who are certified with a disability, seniors 62 years or older, and individuals with a disability who are certified as Americans with Disabilities Act (ADA) eligible.

Metro Connect travels anywhere in Kalamazoo County and to the Veteran's Administration Hospital in Calhoun County. The Metro Connect ADA service is federally mandated by the Federal Transportation Administration to provide complementary paratransit service to the fixed-route bus system. Funding is provided by Federal and State of Michigan grants, local millages, and fare box revenue.

Metro Connect provides service seven days a week. Sunday service and extended night service was implemented in 2016. Metro Connect service is contracted with Apple Bus and a new three-year contract began on January 1, 2020, with an option of a two-year extension.

## Service Measures

Type	2019 Actual	2020 Estimated	2021 Projected	2022 Projected
ADA Certifications	175	137	180	195
Demand Response Certifications	776	563	743	770
Ridership	166,188	118,554	177,456	181,005
Revenue Miles	1,369,323	831,476	1,369,674	1,397,070
Revenue Hours	91,989	70,528	95,859	97,929

**METRO CONNECT**

	DESCRIPTION	2020 Budget	2020 Projected	2021 Budget	2022 Budget
1	Salaries/Wages	\$ 66,412	\$ 67,662	\$ 68,896	\$ 70,963
2	Fringe Benefits	\$ 35,931	\$ 42,189	\$ 31,188	\$ 32,979
3	Materials and Supplies	\$ 9,500	\$ 8,750	\$ 9,500	\$ 9,500
4	Contractual Services	\$ 25,500	\$ 42,000	\$ 37,500	\$ 42,500
5	Third-Party Contract	\$ 4,250,000	\$ 4,401,406	\$ 4,489,434	\$ 4,679,830
		<u>\$ 4,387,343</u>	<u>\$ 4,562,007</u>	<u>\$ 4,636,518</u>	<u>\$ 4,835,772</u>

**Kalamazoo Transportation Center**

Renovated in 2006, the intermodal Kalamazoo Transportation Center (KTC) provides a one-stop location for travelers. The intermodal transportation center utilizes Greyhound, Indian Trails, and Miller Transportations inter-city bus service as well as Amtrak rail passenger services. The Transportation Center also supports Metro's fixed-route bus service with service to 19 routes daily.

To improve safety for the transportation facility, bus, and rail passengers, Security Plus was contracted to provide security services in addition to Public Safety. The Security Plus Associates are available Monday through Saturday from 9:00am to 10:00pm. The Kalamazoo County Sheriff was also contracted to replace the previous contract with the Kalamazoo Department of Public Safety Officers. The Sheriff's department is working to hire officers available to be on-site.

In June of 2019, Customer Service completed the cash register system upgrade. The system was designed to make the customer service area more user friendly and to provide a separate system for training employees in a classroom setting. In 2020, Customer Service began upgrading the bus passes to be more user friendly. Designs added pass rules to the back of the pass as well as providing the account number associated with the system to provide easier access to the information needed during normal transactions. The new equipment and continued upgrades afford a more enhanced and efficient capability for staff throughout the system, which provides a more positive experience for customers.

**Service Measures**

Type	2019 Actual	2020 Estimated	2021 Projected	2022 Projected
Tokens Sold	151,578	225,000	250,000	255,000
MC Pass Sales	53,628	90,000	112,000	115,000
KVCC Student Bus Passes	63	100	120	150
Bronson Bus2Work	181	200	220	250



**KALAMAZOO TRANSPORTATION CENTER (KTC)**

DESCRIPTION		2020 Budget	2020 Projected	2021 Budget	2022 Budget
1	Salaries/Wages	\$ 192,848	\$ 146,834	\$ 171,632	\$ 176,721
2	Fringe Benefits	\$ 96,118	\$ 91,446	\$ 87,548	\$ 92,374
3	Materials and Supplies	\$ 10,965	\$ 7,185	\$ 10,965	\$ 15,965
4	Utilities	\$ 100,063	\$ 87,763	\$ 101,047	\$ 101,297
5	Contractual Services	\$ 72,500	\$ 71,300	\$ 66,525	\$ 66,757
7	Building and Grounds Maintenance	\$ 115,000	\$ 75,000	\$ 109,000	\$ 107,000
8	Security Services	\$ 264,370	\$ 180,000	\$ 275,000	\$ 275,000
		<u>\$ 851,864</u>	<u>\$ 659,528</u>	<u>\$ 821,717</u>	<u>\$ 835,114</u>

## Metro Share

Metro Share is a specialized service program sponsored by the Michigan Department of Transportation that provides vans to approved non-profit agencies for passenger trips at no cost to the agency. There are 11 accessible vehicles in the Metro Share fleet; there are nine available for approved agencies to reserve at Metro; one located in Vicksburg for South County Community Services; and one used by Portage Senior Services. Drivers are trained and certified by Metro staff. Trainings are held quarterly with two mandatory refresher courses.

Metro Share provides service for seniors and individuals with a disability. The Michigan Department of Transportation Specialized Services program reimburses Metro Share for each passenger that is transported. The program is also funded in part through a voter approved Central County Transportation Authority millage which contributes to the operation of the public transit system. Capital costs for vehicle purchases are currently funded by Federal Highway Administration funds which are utilized by Metro as part of the Kalamazoo Area Transportation Study.

## Service Measures

Type	2019 Actual	2020 Estimated	2021 Projected	2022 Projected
Participating Agencies	24	24	26	28
Registered Drivers	88	96	98	100
Service Hours	3,878	2,640	3,917	3,956
Ridership	43,401	30,892	43,835	44,273
Service Miles	84,920	64,858	85,769	86,627

**METRO SHARE**

DESCRIPTION		2020 Budget	2020 Projected	2021 Budget	2022 Budget
1	Salaries/Wages	\$ 19,162	\$ 17,507	\$ 19,883	\$ 20,479
2	Fringe Benefits	\$ 11,501	\$ 10,185	\$ 10,869	\$ 11,424
3	Contractual Services and Supplies	\$ 23,500	\$ 22,200	\$ 17,700	\$ 17,800
4	Fuel	\$ 25,000	\$ 10,000	\$ 20,000	\$ 20,000
		<u>\$ 79,163</u>	<u>\$ 59,892</u>	<u>\$ 68,452</u>	<u>\$ 69,703</u>

## Capital

The Transportation Improvement Program (TIP) is the regionally agreed upon list of priority transportation projects as required by Federal Law (ISTEA, TEA-21, SAFETEA LU, MAP-21, and FAST). The TIP document must list all projects that intend to use federal funds, along with all non-federally funded projects that are regionally significant. The projects are multi-modal, that is, they include bicycle, pedestrian, ITS, and freight-related projects, as well as the more traditional highway and public transit projects.

Our main source of capital funding is the Urbanized Area Formula Program Section 5307. There is a requirement that at least 25% of 5307 funds are spent on capital projects. We are going to increase our capital investment moving forward to ensure that we maximize the life of our capital assets. As discussed in the cover memo, as an organization we must also be developing a FTA mandated Transit Asset Management Plan. This will also be an important tool to focus capital investment in the future.

Funding for Capital Improvement Projects are typically an 80/20 calculation with a higher Federal match (80%) and a lower State match (20%).

Sources for Federal funding are derived from the following:

- Urbanized Area Formula Program Section 5307
- Enhanced Mobility of Seniors and Individuals with Disabilities Program Section 5310
- Bus and Bus Facilities Program Section 5339
- Surface Transportation Program (STP) Funds flexed from Federal Highway

Although not on the chart below, two large capital items that are being planned in FY2021 for future year implementation are a comprehensive operational analysis study and also a review of farebox technology. The last comprehensive operational analysis was conducted in 2009. These types of studies should be done about once every decade. The current fareboxes are approximately a decade old. Metro will be working with our federal and state partners to program new farebox technology.

A chart containing updates to current capital projects is on the following page.



## Update to current CIP projects

Projects			
2018	FTA Funds	MDOT Funds	Status
<b>Facility Improvements / Equipment Replacement:</b>			
Facility Improvements at KTC	168,000	42,000	Completed 2020
PA System KTC	32,000	8,000	Completed 2019
HVAC Upgrade Installation	72,000	18,000	Final Project, Summer 2020
Ceiling Fans (KTC)	5,000	1,250	Completed 2018
Parking Lot Security (Install)	120,000	30,000	Completed 2020, except Cameras (Fall 2020)
<b>ITS:</b>			
Computer / Software IT	160,000	40,000	Completed
Avail ITS 3G Modem Upgrades & PCIT Software	228,000	57,000	Completed 2019
<b>Vehicle Replacements:</b>			
Replace up to Two (2) Line Haul Buses	400,000	100,000	Delivered 12/2019
Capital Bus Parts	96,000	24,000	Ongoing
Replace Medium Duty Buses-Competitive Bus Prog.	2,808,797	702,199	Delivered 1/2020
Replace up to Two (2) Line Haul Buses	360,000	90,000	Delivered 2/2020
Replace up to Two (2) Demand Response Vans	33,886	8,475	Delivered 11/2019
Replace up to Four (4) Demand Response Vans	141,000	35,250	Delivered 11/2019
Replace up to Two (2) Demand Response Vans	80,000	20,000	Delivered 1/2020
Replace up to three (3) Medium Duty Buses	711,200	177,800	Delivered 1/2020
Operations Vehicle Replacement (9-919)	40,000	10,000	Delivered 6/2019
Van Buren Transit Van Replacement	48,000	12,000	Delivered 12/2019
<b>Bus Shelters:</b>			
ADA Bus Stop / Shelter Improvements	50,000	12,500	Ongoing
ADA Bus Stop / Shelter Improvements	40,000	10,000	Ongoing
Bus Stop Signs	96,000	24,000	Ongoing
2019	FTA Funds	MDOT Funds	Status
<b>Facility Improvements/Equipment Replacement:</b>			
Shop Floor Rehab	180,000	45,000	Completed 2/2020
Floor Scrubber	44,000	11,000	Delivery 2021
Refrigerant Recovery	24,000	6,000	Delivery 2021
HVAC System Upgrades	458,808	114,702	Completed 3/2020
<b>ITS:</b>			
Computer / Software IT	116,800	29,200	Ongoing
<b>Vehicle Replacements:</b>			
Replace up to Three (3) Line Haul Buses	800,000	200,000	Delivered 1/2020

# Metro Budget FY 21/22

Projects			
2019 (continued)	FTA Funds	MDOT Funds	Status
Replace up to Six (6) Demand Response Vehicles	144,000	36,000	Delivery 10/2020
Demand Response Van for Van Buren Transit	51,000	12,750	Delivered 1/2020
One (1) Medium Duty Bus	191,106	47,777	Delivered 1/2020
Replace Demand Response Vans	212,063	53,016	Delivery 2021
2020	FTA Funds	MDOT Funds	Status
<b>Facility Improvements/Equipment Replacement:</b>			
Replace Portable Hoist	35,000	28,000	Delivery 2021
HVAC Improvements	300,000	240,000	Funds Shifted to Bus
<b>ITS:</b>			
ITS Computer/Software IT Upgrades	200,000	160,000	Ongoing
<b>Vehicle Replacements:</b>			
Replace Operations Staff Vehicle	40,000	32,000	Delivered 9/2019
Up to Two (2) Line Haul Buses	500,000	400,000	Delivery 8/2020
Demand Response Van for Van Buren Transit	66,250	53,000	Delivery 10/2020
Up to Four (4) Line Haul Buses	1,000,000	800,000	Delivered 1/2020
Up to Six (6) Demand Response Vehicles	183,774	147,019	Delivery 10/2020
Van Replacement	90,000	72,000	Delivered 1/2020
Up to Three (3) Demand Response Vans	102,196	81,757	Delivered 1/2020

We are in the process of applying for the FY 2020 capital budget.

The TIP, as presented, has been recommended and approved by the Transportation Improvement Program Subcommittee, Technical Committee, and Policy Committee under the direction of Kalamazoo Area Transportation Study (KATS). Changes, additions and deletions are processed under the aforementioned committees. On the next pages you will see the 2021 and 2022 projects that are included in the TIP.

## CAPITAL IMPROVEMENT PROJECTS (CIP) as submitted in the 2020-2023 TIP

Type	2021 CIP	Total	Federal	Funding Source
I	ITS Computer/Software Upgrade/Maint	200,000	160,000	5307
I	KTC Roof Deck-Insulation to Attic	55,000	44,000	5307
R	Camera System for Fleet	250,000	200,000	5307
R	Pressure Washer at Washrack	15,000	12,000	5307
R	Oven - Baking Diesel particulate filters	40,000	32,000	5307
R	Hybrid Bus Batteries	180,000	144,000	5307
E	Bus Shelter/Stop Improvements	65,000	52,000	5307
R	Up to Four (4) Line Haul Buses	880,000	704,000	5307
				5339
R	Up to Three (3) 39' Line Haul Buses	825,000	660,000	5307
R	Up to Three (3) Demand Response Vehicles	196,000	156,800	5310
R	Up to Two (2) Medium Duty Buses	128,750	103,000	STP Flex-Rural
	Up to Two (2) Demand Response Vans	55,299	55,299	Van Pool
R	Up to Two (2) Demand Response Vans	62,125	49,700	STP Flex-Urban
Total		2,952,174	2,372,799	

Type	2022 CIP	Total	Federal	Funding Source
I	ITS Computer/Software Upgrade/Maint	210,000	168,000	5307
I	Facility Improvements / Equipment Replacement	145,000	116,000	5307
R	Hybrid Bus Batteries	200,000	160,000	5307
E	Bus Shelter/Stop Improvements (Lighting)	80,000	64,000	5307
R	Up to Four (4) Line Haul Buses	1,346,000	1,076,800	5307
				5339
R	Up to Three (3) 39' Line Haul Buses	825,000	660,000	5307
R	Up to Three (3) Demand Response Vehicles	200,000	160,000	5310
R	Up to Two (2) Demand Response Vans	60,299	60,299	Van Pool
R	Up to Two (2) Demand Response Vans	131,250	105,000	STP Flex-Rural
R	Up to Two (2) Demand Response Vans	108,750	87,000	STP Flex-Urban
Total		3,306,299	2,657,099	

Project Type	
Replacement	R
Expansion	E
Improvement	I
Operating	O

## Transit Asset Management Plan

A Transit Asset Management (TAM) Plan is a recent requirement for all public transit systems receiving federal funds from the Federal Transit Administration (FTA). The TAM requirement was originally identified as part of the Federal Surface Transportation Program established in 2012 (MAP-21). According to FTA documents, TAM is a business model that uses the condition of assets to guide the optimal prioritization of funding at transit properties in order to keep our transit networks in a State of Good Repair (SGR). The KCTA and CCTA Boards approved the original TAM Plan for Metro in September 2019. The Plan is available as a separate link on the website.

Annual board approval is required and is included as part of the Metro annual budget process.

### Fiscal Year 2021

### Transit Asset Management

### Metro Performance Targets and Measures

Asset	Asset Class	SGR Target	Current %	2021 SGR Target
Revenue Vehicles	Fixed Route Buses	ULB Benchmark 14 years	7.5%	10% exceed ULB (Useful Life Benchmark)
Revenue Vehicles	Medium Duty Buses (Metro)	ULB Benchmark 10 years	37.5%	12% exceed ULB
Revenue Vehicles	Medium Duty Buses	ULB Benchmark 12 years	0%	10% exceed ULB
Revenue Vehicles	Vans (Metro Connect)	ULB Benchmark 6 years	15.7%	10% exceed ULB
Revenue Vehicles	Vans (Metro Share)	ULB Benchmark 9 years	36.3%	10% exceed ULB
Service Vehicles	-	ULB Benchmark 10 years	36.3%	10% exceed ULB
Facilities	-	-	Less than 10%	15% 2 or below on FTA TERM Scale

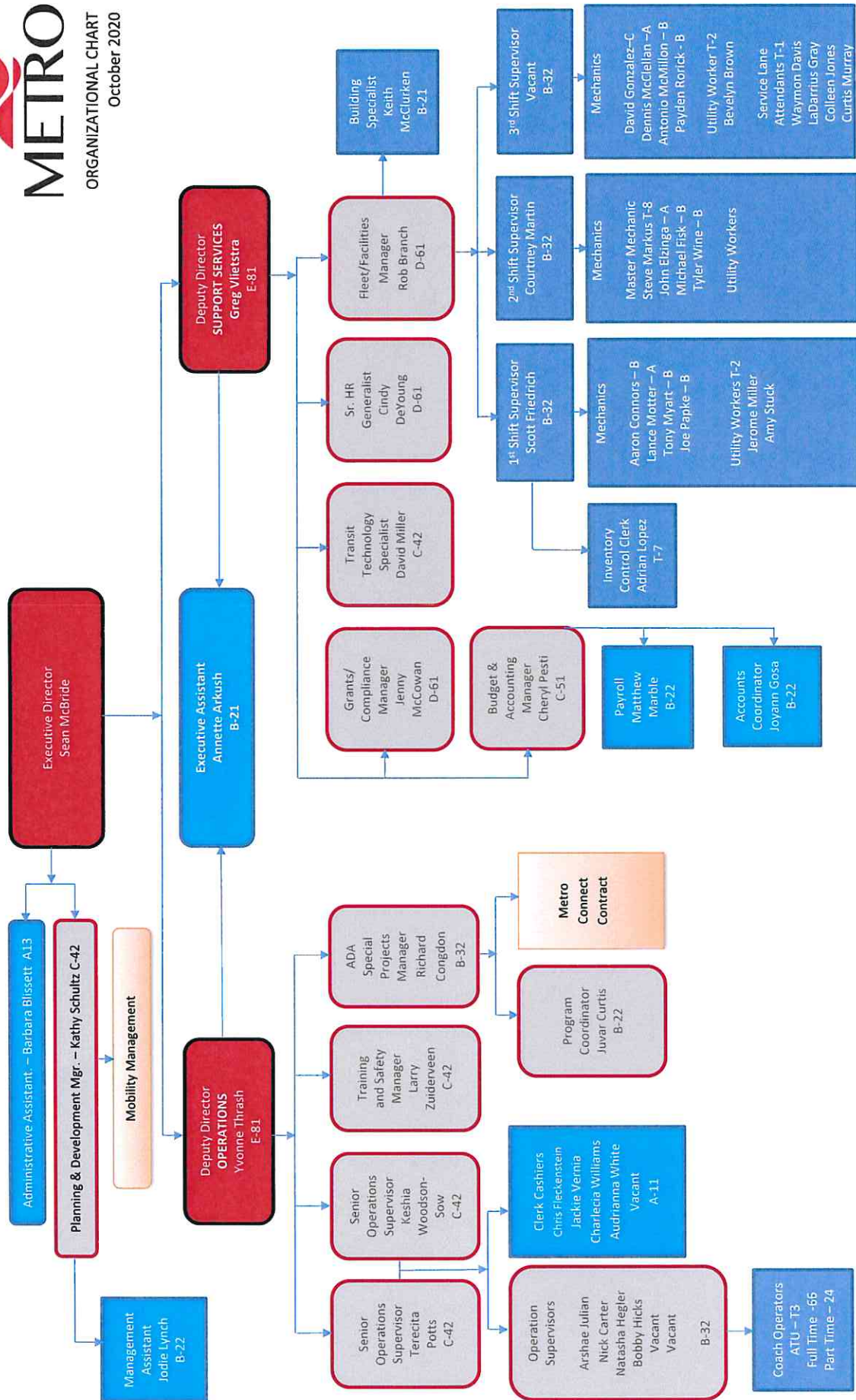
**Kalamazoo Area Transportation Study FY 2020-2023 Transportation Improvement Program**

<b>Fiscal Year</b>	<b>Primary Work Type</b>	<b>Project Description</b>	<b>Fund Source</b>	<b>Fed Estimated Amount</b>	<b>State Estimated Amount</b>	<b>Local Estimated Amount</b>	<b>Total Estimated Amount</b>
2020	SP10-State Match Urban Agency	Operating	5307	\$1,700,000	\$5,200,000	\$8,000,000	\$14,900,000
2020	SP1404 computers(hardware and software)	5307 Capital	5307	\$160,000	\$40,000	\$0	\$200,000
2020	SP1409-administrative vehicle	5307 Capital	5307	\$32,000	\$8,000	\$0	\$40,000
2020	SP1105-van replacement any size with or without lift	5307 Capital	5307	\$53,000	\$13,250	\$0	\$66,250
2020	SP1203-admin/maintenance facility improvements	5307 Capital	5307	\$268,000	\$67,000	\$0	\$335,000
2020	SP1104-40 foot replacement bus, with or without lift	5307 Capital	5307	\$886,602	\$221,651	\$0	\$1,108,253
2020	SP1104-40 foot replacement bus, with or without lift	5339 Capital	5339	\$313,398	\$78,349	\$0	\$391,747
2020	SP1105-van replacement, any size with or without lift	5310 Capital	5310	\$187,424	\$46,856	\$0	\$234,280
2020	SP3000-Operating except JARC and New Freedom	5311 Rural Operating	5311	\$13,482	\$3,370	\$0	\$16,852
2020	SP1105-van replacement any size with or without lift	Vehicle Replacement	STU	\$80,000	\$20,000	\$0	\$100,000
2021	SP10-State Match Urban Agency	Van Purchase	STL	\$103,000	\$25,750	\$0	\$128,750
2021	SP1203-admin/maintenance facility improvements	5307 Capital	5307	\$340,000	\$85,000	\$0	\$425,000
2021	SP1103-35-39 foot replacement bus with or without lift	5307 Capital	5307	\$660,000	\$165,000	\$0	\$825,000
2021	SP3000-Operating except JARC and New Freedom	5307 Operating	5307	\$1,700,000	\$5,200,000	\$8,000,000	\$14,900,000
2021	SP1104-40 foot replacement bus with or without lift	5339 Capital	5339	\$119,000	\$29,750	\$0	\$148,750
2021	SP1103-35-39 foot replacement bus with or without lift	5339 Capital	5339	\$231,000	\$57,750	\$0	\$288,750
2021	SP1502-JARC mobility management	5310 Capital	5310	\$39,200	\$9,800	\$0	\$49,000
2021	SP1105-van replacement any size with or without lift	5310 Capital	5310	\$156,800	\$39,200	\$0	\$196,000
2021	SP3000-operating except JARC and New Freedom	5311 Operating	5311	\$30,400	\$7,600	\$0	\$38,000
2021	SP1110-van expansion any size with or without lift	Vanpool Program	CMG	\$55,299	\$0	\$0	\$55,299
2021	SP1105-van replacement, any size with or without lift	Van Replacement	STU	\$49,700	\$12,425	\$0	\$62,125
2021	SP-1404-ITS			\$160,000	\$40,000	\$0	\$200,000
2021	Bus Batteries			\$144,000	\$36,000	\$0	\$180,000
2021	SP1104-40 foot replacement bus with or without lift			\$354,000	\$88,500	\$0	\$442,500
2022	SP10-State Match Urban Agency	Van Purchase	STL	\$105,000	\$26,250	\$0	\$131,250
2022	SP1105-van replacement, any size with or without lift	Van Replacement	STU	\$87,000	\$21,750	\$0	\$108,750
2022	SP3000-operating except JARC and New Freedom	5307 Operating	5307	\$1,700,000	\$5,200,000	\$8,000,000	\$14,900,000
2022	SP1203-admin/maintenance facility improvements	5306 Capital	5307	\$340,000	\$85,000	\$0	\$425,000
2022	SP1103-35-39 foot replacement bus, with or without lift	5307 Capital	5307	\$660,000	\$165,000	\$0	\$825,000
2022	SP1104-Admin/Maintenance Facility Improvements	5339 Capital	5339	\$121,312	\$30,328	\$0	\$151,640
2022	SP1103-35-39 replacement bus, with or without lift	5339 Capital	5339	\$235,488	\$58,872	\$0	\$294,360
2022	SP1502-JARC mobility management	5310 Capital	5310	\$40,000	\$10,000	\$0	\$50,000
2022	SP1105-van replacement, any size with or without lift	5310 cap al	5310	\$160,000	\$40,000	\$0	\$200,000
2022	SP3000-operating except JARC and New Freedom	5311 Operating	5311	\$30,400	\$7,600	\$0	\$38,000
2022	SP1110-van expansion, any size with or without lift	Vanpool Program	CMG	\$60,299	\$0	\$0	\$60,299
2022	SP1404-ITS			\$168,000	\$42,000	\$0	\$210,000
2022	Replace 40' bus			\$720,000	\$180,000	\$0	\$900,000
2023	SP10-State Match Urban Agency	Bus Purchase	STL	\$145,000	\$36,250	\$0	\$181,250
2023	SP3000-operating except JARC and New Freedom	5307 Operating	5307	\$1,700,000	\$5,200,000	\$8,000,000	\$14,900,000
2023	SP1203-admin/maintenance facility improvements	5307 capital	5307	\$340,000	\$85,000	\$0	\$425,000
2023	SP1103-35-39 foot replacement, with or without lift	5307 Capital	5307	\$660,000	\$165,000	\$0	\$825,000
2023	SP1104-40 foot replacement bus, with or without lift	5339 Capital	5339	\$123,760	\$30,940	\$0	\$154,700
2023	SP1103-35-39 foot replacement bus, with or without lift	5339 capital	5339	\$240,240	\$60,060	\$0	\$300,300



**Kalamazoo Area Transportation Study FY 2020-2023 Transportation Improvement Program**

<b>Fiscal Year</b>	<b>Primary Work Type</b>	<b>Project Description</b>	<b>Fund Source</b>	<b>Fed Estimated Amount</b>	<b>State Estimated Amount</b>	<b>Local Estimated Amount</b>	<b>Total Estimated Amount</b>
2023	SP1105-van replacement, any size with or without lift	5310 Capital	5310	\$160,000	\$40,000	\$0	\$200,000
2023	SP1502-JARC mobility management	5310 Capital	5310	\$44,000	\$11,000	\$0	\$55,000
2023	SP3000-operating except JARC and NewFreedom	5311 Operating	5311	\$30,400	\$7,600	\$0	\$38,000
2023	SP1404-ITS			\$160,000	\$40,000	\$0	\$200,000



# Metro Budget FY 21/22

<b>Administration</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
Executive Director	1	1	1
Deputy Director of Support Services	1	1	1
Grants and Compliance Manager (PT)	1	1	1
Transit Technology Analyst	1	1	1
Budget and Accounting Manager	1	1	1
Planning and Development Manager	1	1	1
Human Resource Manager	1	1	1
Technical or Financial Analyst (Vacant - TBD)	1	1	1
Program Manager (Mobility Manager)	1	1	1
Executive Assistant (FT)	1	1	1
Administrative Assistant (PT)	1	1	1
Management Assistant	1	1	1
Accounts Coordinator	2	2	2

## Administration Full Time Positions

12

12

12

## Administration Part Time Positions

2

2

2

## Total Administration Positions

14

14

14

## Maintenance

Fleet and Facilities Manager	1	1	1
Maintenance Supervisor	3	3	3
Master Mechanic	2	2	2
Class A Mechanic	5	5	5
Class B Mechanic	4	4	4
Class C Mechanic	1	1	1
Body Repair Mechanic	1	1	1
Inventory Control Clerk	1	1	1
Building Specialist	1	1	1
Utility Worker	3	3	3
Service Lane Attendant	4	4	4

## Total Maintenance Full Time Positions

26

26

26

## Operations

Deputy Director of Operations	1	1	1
Training and Safety Manager	1	1	1
Senior Operations Supervisor	1	1	1
Dispatch Supervisor	5	6	6
Bus Driver (FT)	63	66	66
Bus Driver (PT)	22	24	24

## Operations Full Time Positions

71

75

75

## Operations Part Time Positions

22

24

24

## Total Operations Positions

93

99

99

# Metro Budget FY 21/22

## Kalamazoo Transportation Center (KTC)

	2020	2021	2022
Senior Operations Supervisor	1	1	1
Clerk Cashier I (FT)	3	3	3
Clerk Cashier I (PT)	2	2	2

KTC Full Time Positions	4	4	4
KTC Part Time Positions	2	2	2
Total KTC Positions	6	6	6

## Metro Connect (MC)

Program Manager	1	1	1
Program Coordinator	1	1	1

Total MC Full Time Positions	2	2	2
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Grand Total Full Time Positions	115	119	119
Grand Total Part Time Positions	26	28	28
Grand Total Positions	141	147	147